

Part 6: Implementing the Master Plan



INTRODUCTION

County government, alone, cannot address every action called for in the master plan. Only through teamwork, in partnership with citizens, community associations, businesses, institutions, state and federal government agencies and surrounding jurisdictions, will success be achieved. Partnerships bring people together in working relationships that can reach solutions cooperatively, and can break down any barriers of mistrust and prejudice. Communication and teamwork are essential to implementing the master plan. Not all of the actions in *Master Plan 2010* can be undertaken at once; priorities must be selected based upon on-going assessments of cost-effectiveness, feasibility, need, and performance.

The county will use four major tools to achieve the actions provided in the master plan:

- community planning
- regulations
- advisory guidelines
- funding

Elected officials, county agencies, and the public can use these tools when participating in advisory groups, boards and commissions, or volunteerism. Achieving master plan actions will usually involve a combination of tools and participants. This section will describe each of the major tools and recommend actions and guidelines for their effective use in implementing the master plan.

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COMMUNITY PLANNING

The master plan provides the framework for developing community plans which contain detailed recommendations to improve specific areas of the county. Community plans are based on information collected about a specific community and are prepared in consultation with residents, landowners, local business representatives, and county staff (Map 38).

Given the size and complexity of the county, planning at the community level is effective in meeting the needs of the local population, in addition to achieving countywide goals. The county currently focuses many of its efforts at the community level, and citizens are demanding more services of this type. *Master Plan 2010* promotes the expansion of the county's existing community planning program to meet this demand.



As of May 1999, a total of 26 community and local action plans have been adopted as amendments to the master plan. There are six plans in progress, and eight more are proposed. When all are completed, the majority of the county's urban residential areas will be part of a community plan. Ideally every community within the county should eventually be part of a community plan. (Brief descriptions of the adopted community plans are included in Appendix B.)

Community planning has traditionally been limited to the development of physical land use plans. The 1995 creation of the Office of Community Conservation marked a new direction in organizing operations and services around communities. This type of orientation requires interdepartmental teamwork and fosters the creative development of solutions to address community issues. The Police Department has redirected many of its efforts through the community policing program. The Department of Economic Development is also producing area-specific economic revitalization plans to improve job and business opportunities. Like the master plan, community planning will evolve to become more comprehensive in scope, addressing social and economic issues that are intertwined with land use issues.

Actions

1. Provide coordinated, multi-agency support and technical assistance for developing community plans.
2. Ensure that community plans are consistent with overall county goals as expressed in the master plan and other countywide policy documents. Unite community plans with the county's goals for public safety, education, economic development, community conservation, recreation and parks, environmental protection, transportation, land use and related topics.
3. Include the following data and analysis in community plans, where appropriate:



Community plans prepared cooperatively by neighborhood representatives, business groups, and county staff focus on specific issues.



- historical development pattern
 - population characteristics
 - vehicular travel forecasts to evaluate land use impacts on the transportation system, incorporating functional transportation classifications that link land use decisions to existing and planned infrastructure, and plans and information concerning transit, bicycle, and pedestrian needs
 - infrastructure needs, priority and cost estimates
 - housing surveys and analysis of housing conditions
 - inventory of potential redevelopment opportunities
 - evaluation of housing marketability as part of the regional market
 - identification of opportunities for additional open space, natural areas, and public squares
 - recommended land uses for undeveloped areas and infill sites
4. Use community plans to recommend land use controls modifications, such as by adopting overlay-districts or design guidelines, to achieve specific goals within each community.
 5. Use efficient and effective community planning management techniques including:
 - Adjacent commercial and industrial uses within community plans, recognizing their close relationship to the residents as both their customers and neighbors. Involve business owners and representatives in the process.
 - Use the Geographic Information System to gather, analyze, and display information.
 - Foster teamwork in developing plans and encourage local architects, attorneys and other experts to provide technical assistance. Ensure the involvement of all interested members of the community.
 - Provide regular community training and education programs with emphasis on plan development.

Community plans may recommend specific land use controls, such as design guidelines, to achieve the community's goals.

MASTER PLAN COMMUNITIES

As of May 1999, a total of 26 community and local area plans have been adopted as amendments to the 1989 Master Plan; these shall remain in effect as part of *Master Plan 2010*.

ADOPTED PLANS

COUNTY COUNCIL

ADOPTION



<i>Bowleys Quarters Community Action Plan</i>	11/02/92
<i>The Catonsville Plan</i>	10/07/91
<i>Eastern Baltimore County Revitalization Strategy</i>	07/01/96
<i>Essex CBD Revitalization Strategy</i>	12/16/91
<i>A Community Conservation Plan for Essex/Middle River</i>	07/01/96
<i>Hanover Pike Corridor Study</i>	04/19/93
<i>Hereford Community Plan</i>	05/06/91
<i>The Honeygo Plan</i>	07/05/94
<i>Hunt Valley/Timonium Master Plan</i>	10/19/98
<i>Kingsville Area Community Plan</i>	07/01/96
<i>Liberty Road Revitalization Area</i>	10/07/91
<i>Loch Raven Village Community Conservation Plan</i>	04/06/92
<i>Lower Back River Neck Community Action Plan</i>	10/18/93
<i>A Community Conservation Plan for Lutherville</i>	02/20/96
<i>Owings Mills Park and Open Space Concept Plan</i>	05/15/95
<i>Patapsco/Granite Area Community Plan</i>	12/21/98
<i>Patapsco Park and Open Space Concept Plan</i>	04/20/92
<i>Philadelphia Road Corridor Study</i>	01/21/92
<i>Pikesville Revitalization Plan</i>	10/07/91
<i>Ralston Community Plan</i>	10/05/98
<i>Southeast Towson Community Plan</i>	10/19/98
<i>Southwest Baltimore County Revitalization Strategy</i>	12/15/97
<i>Sudbrook Park Community Plan</i>	04/05/99
<i>Towson Community Plan</i>	02/03/92
<i>Windlass Run/Bird River Road Area Community Plan</i>	01/04/99
<i>Woodlawn/Liberty Community Plan</i>	05/17/93

PLANS IN PROGRESS

Greater Arbutus Community Plan	Jacksonville Community Plan
Greater Dundalk Community Conservation Plan	Lansdowne-Baltimore Highlands Plan
Greater Hillendale Community Plan	Lochearn Community Plan
Greater Jacksonville Land Use Plan	Parkville Community Plan
Greenspring/East Pikesville Community Plan	

PROPOSED PLANS

Chase	Randallstown
Edgemere	Reisterstown/Glyndon Plan
Overlea	West Timonium Heights Community



REGULATIONS

Land use and development regulations and standards are adopted by the Baltimore County Council. Certain county agencies and departments are authorized by the Council to administer or enforce these regulations and standards. The primary land use regulations and standards adopted by the Council are:

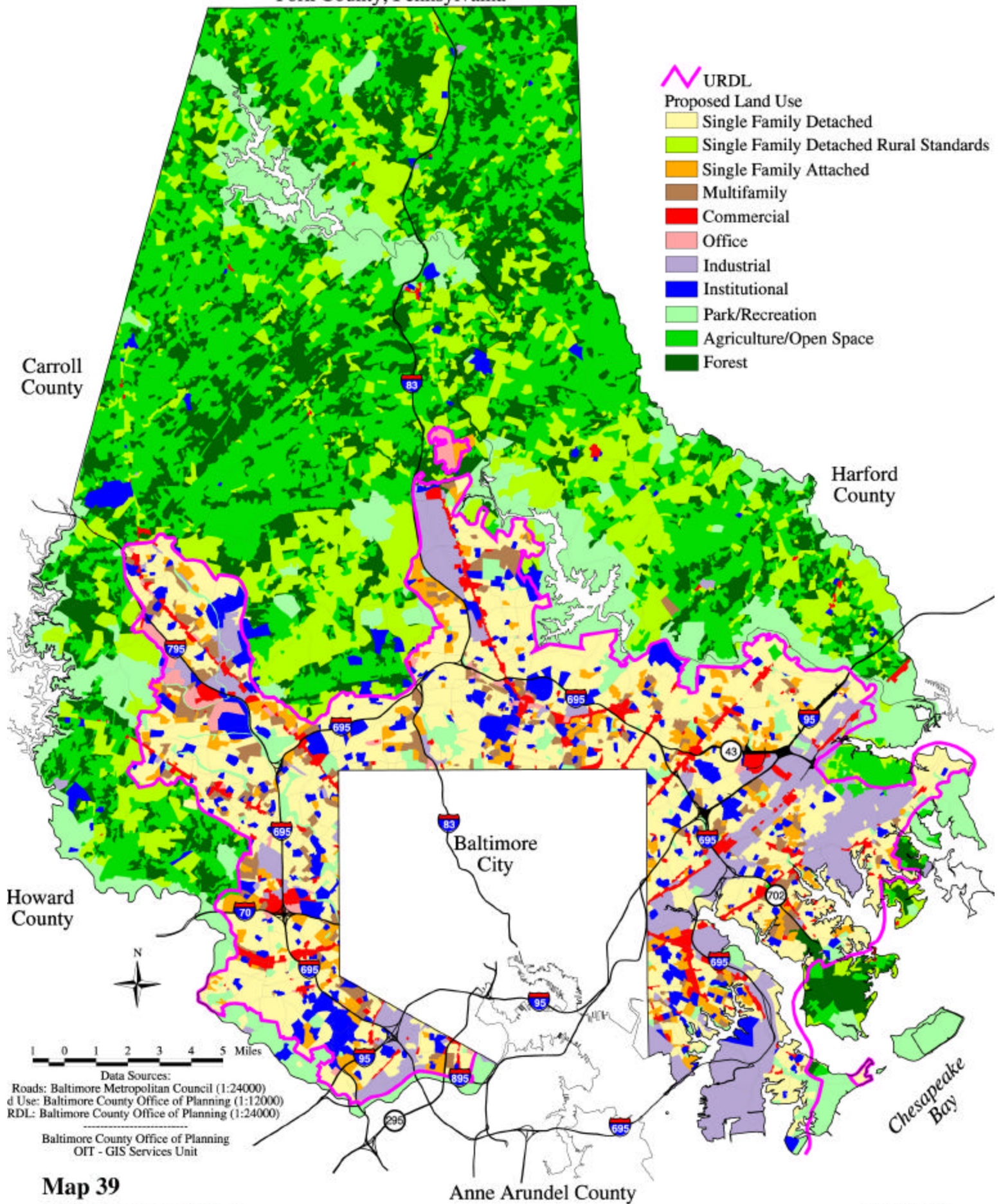
- The *Baltimore County Zoning Regulations* specify what land uses can be developed on a piece of property based on the property's designated zoning classification, as depicted on the "Baltimore County Zoning Map." The zoning regulations also contain area and setback requirements and other regulations related to site design.
- *The Development Regulations* elaborate the procedures required to subdivide and develop land, including requirements for the preparation and review of site plans, and provisions for public infrastructure to serve the new development. They also contain general design standards and the authority to create other regulations and standards, such as the *Local Open Space Manual*, the *Landscape Manual*, *Public Works Design Standards*, and *Environmental Standards and Requirements*. The Department of Permits and Development Management is the principal agency responsible for administering site plan review.

The authority for an agency to promulgate regulations is limited by the procedural safeguards established by the County Council to ensure that all such regulations are lawfully adopted and are within the scope of the statutory grant which authorizes their adoption.

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The major land use control in Baltimore County is zoning. Many of the land use policies of the master plan will be implemented through the application of zoning. Map 39, "Proposed Land Use," provides general recommendations for future land use in the county based on these policies. The map is conceptual and general; it is intended to reflect land use patterns rather than identify the land use of individual properties or parcels. The proposed map is designed to provide general rezoning recommendations for consideration in the Comprehensive Zoning Map Process, the Cycle Zoning Process, and the Out-of-Cycle Zoning Process, as well as in the review of water and sewer master plan petitions and development projects. The proposed land use map will provide the general direction for county land use decisions. The map may be amended periodically as needed.

York County, Pennsylvania



Map 39
Proposed Land Use



The Capital Improvements Program identifies expenditures for capital projects such as water and sewer lines, roads, park facilities, and schools.

ADVISORY GUIDELINES

In addition to adopted regulations, agencies also work with advisory guidelines, which assist in achieving the objectives provided in law. The most extensive guide to land use development is the *Comprehensive Manual of Development Policies (CMDP)*. This advisory document is created under the *Baltimore County Zoning Regulations* with the purpose of providing “a comprehensive manual of the planning board’s land-use and development policies and zoning resolutions.” The CMDP contains site and architectural design guidelines intended to help achieve high quality development in Baltimore County. It addresses broad areas including residential development, commercial development, PUDs, compatibility, scenic views, Design Review Panel, and microwave path protection.

The CMDP guidelines hold great potential for improving the appearance and functional quality of new development in Baltimore County. However, as the predominant development pattern changes from new development to redevelopment, the county will need development controls that have greater flexibility for integrating new projects into existing built environments. Greater reliance on development guidelines, with a review process that includes all segments of the community, may be a solution for providing flexibility while assuring good design quality.

Action

The County Council may wish to consider methods to improve the effectiveness of the CMDP as a tool to assure flexibility, high-quality development, and broad-based community participation in design review.

FUNDING MECHANISMS

The county’s annual budget contains two major funding systems for providing public services and facilities. The General Operating Budget identifies expenses for public services such as education and public safety, which are funded primarily with county property tax and income tax revenue. The Capital Improvements Program (CIP) identifies expenditures for capital projects, which includes the construction and maintenance of the county’s physical facilities such as water and sewer lines, roads, storm drains, bridges, refuse disposal, government buildings, park facilities, and schools. The CIP is funded primarily with county bond revenue. (A detailed explanation of the budgeting process and funding sources is provided in Appendix A.)

The CIP can help implement master plan and community plan recommendations for infrastructure by specifying the amount and priority of capital expenditures. Where and when resources are committed are significant factors in the county's growth. While the growth areas should continue to have high priority for new infrastructure to facilitate private sector investment, there must simultaneously be a continued emphasis on the repair and replacement of the county's older infrastructure, to help conserve the county's older communities. Conversely, the CIP can also serve as a tool for implementing the rural strategy of *Master Plan 2010* by limiting new infrastructure construction in the rural areas to help control growth and maintain the rural character.



County tax and bond funding sources are limited. These revenues can be augmented by other types of funds, such as grants, or through privatization and volunteerism. The County Executive and County Council should consider creative ways for using outside resources to help pay for the facilities, programs and services that citizens need and desire.